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February 6, 1980

Honorable Frank C. Carlucci
Deputy Director, DDC I
Central Intelligence Agency
Washington, D.C. 20505

Dear Frank:

Since many members of the National Academy of Public Administration played an important and useful role in the passage of the Civil Service Reform Act of 1978, I think it appropriate to share with you my report on our first year of experience with implementation. Implementing legislation is not as much fun nor as dramatic as working for its passage, but, as perhaps the members of NAPA know better than anybody else, it is vital to achieving the goals envisioned by the authors of the legislation.

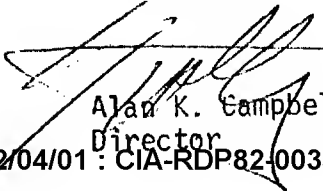
I believe we are making good progress toward those goals, and the reasons for that belief are spelled out in the enclosed report. Although the major impact of the legislation will be long term, the early signs are encouraging.

The Senior Executive Service is now in place and working effectively throughout Government. Labor management relations are gradually being improved. The putting in place of merit pay and performance appraisal systems is on schedule. The delegation of personnel authorities to the Departments and agencies is bringing a new excitement to personnel management in those organizations.

Even so, we must guard against the Washington tendency to "rush to judgment." Such haste threatens fair analysis of how the legislation is working, and this report is in part an effort to slow down that rush. George Esser's recent piece in the NAPA Newsletter states the case very well for giving the legislation time to take hold before passing judgment.

I hope you find time to read the report -- I tried to keep it short -- and if it raises any questions, comments, or a desire for further information, please let me know.

Sincerely,


Alan K. Campbell
Director

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